ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:				EXTENSION	NO.
Robert W. Gambino Director of Security					DD/A 79-0990/4
					DATE
					9 May 1979 STAT

TO: (Officer designation, room number, and building)	DATE		OFFICER'S INITIALS	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
	RECEIVED	FORWARDED		
1. EO/DDA 7D-24 Headquarters				Bob:
2.				On page 3 of your Memorandum for the Record dated 20 April 1979, Subject: DDA Office Directors' Conference at ☐ 5-7 April 1979, STAT you mentioned that one or two field offices will be closed to provide necessary positions. In making the comments which you report in your memorandum, I stated that consideration is being given to closing two field offices. No decision has been made concerning this matter and will probably not be made in the near term. I would appreciate it if you would correct the wording to reflect that field office closings are under consideration but no decision has been made.
3.				
4.				
5.				
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8.				
9.				☐ STAT Robert W. Gambino Director of Security
10.				
11.				
12.				
13.				
14.				OS 9 1226/1
15.				

DD/A 79-0990/4

MEMORANDUM FOR THE RECORD

SUBJECT: DDA Office Directors' Conference   STAT
            [   ] - 5-7 April 1979

ATTENDEES: Don I. Wortman   Edward L. Sherman
              Clifford D. May, Jr.   Donald Smith
              Charles A. Bohrer
              Harry Fitzwater
              Robert W. Gambino
              [   ]

              Bruce T. Johnson
              James H. McDonald

        The following summarizes the DDA Office Directors'
Conference.

        Mr. Wortman opened by reflecting on his three and one-
half months on duty. He stated the Offices of the DDA are
indeed not traditional as each has its own unique character
and responsibilities. He has the highest regard for the
professional capabilities represented in the Offices.
He feels he has established good relationships within the
Agency and has found everyone most cooperative. It is
clear that he will need to become more actively engaged
in the Intelligence Community activities.

        Mr. Wortman's management style is significantly
different from that of his predecessor. He tends towards
a looser span of control and is not inclined toward con-
suming volumes of information. In general, he has an
aversion to paper. He wants to be kept posted on important
matters, particularly those that are of personal interest
to the DCI and DDCI but does not feel it necessary that all
material from the Offices to the DCI and DDCI needs to come
through him. He will depend on the Office Directors' judg-
ment as to whether issues need his involvement or not.

        He feels the need for a greater degree of analytical
ability on his staff so that options and alternatives can
be presented. Given his lack of background and experience
in the Agency he feels it necessary to have such support,
particularly in the budgeting and programming fields.

        Addressing the division of labor between the A/DDA
and DDA, he wants the A/DDA to concentrate on career
management matters as well as the Office of Communications

and Office of Data Processing activities. The DDA will
concentrate on those areas of interest to the DCI and
DDCI such as Personnel and Security.

In view of the incredible amount of paper that comes
to the Office of the DDA, he suggested that the Executive
Officer find better ways of eliminating paper and controlling
paper flow.

Inasmuch as possible, correspondence having to do with
CIA matters should be addressed to the DDCI rather than the
DCI.

He commented on his interest in EEO and commented favorably
on the progress that individual offices had made in the past
several years. Despite this, more must be done to increase
our overall percentages. There was discussion on the need
for increased attention on the part of our recruiters to
hire minorities and women. There was some discussion on
the Applicant Review Panel (ARP) and whether or not the
Director of EEO should be represented on the panel./ARP
consists of Directors of Personnel, Security and Medical
Services./ Mr. Wortman took the position he doesn't see a
big problem if the Director of EEO was included. A review
ACTION: should be made of statistics of the ARP to determine if there
OP is a high percentage of blacks.*

Mr. Wortman related what he saw as major items of
interest:

STAT

b. NAPA Report
c. Civil Service Reform Act
d. Overseas Incentives
e. Security Policies
f. Information Handling
g. Resources for DDA Functions
h. Physical Space Problems
i. EEO
j. Community Matters
k. Charter Development

6 APRIL

STATE OF THE OFFICE

Each Office Director presented a brief status report on
his office, summarizing:

Office of Security

As a result of the Kampiles' case, the Office
of Security has gone through considerable change:

a. Security education program has been established
to provide training briefings and get feedback
from new employees (within 90 days).

b. Positions have been cut in the physical and
technical areas to bolster personnel security.

c. Consideration is being given to the closing of one or
two field offices. No deciion has been made.

The future of the safety program was discussed. The
recent study by an outside firm emphasized that safety
is not at a high enough level in the Agency.

The internal security task force study, if implemented
needs additional positions. The office is tentatively
scheduled to move to the [   ] in about two years. STAT
This raises some concern. There will be a cutback in EOD's
from 16 to 7 as a result of ceiling restrictions.

There is a requirement to increase the support to the
Intelligence Community Staff.

The Security access system is working better than expected.

In summary, morale is good but higher in the field
offices.

Office of Logistics

Supply Division - ADP capability to be improved and
more responsiveness would result in better management of assets

Real Estate - In limbo, as a result of closing of [   ] STAT
posts and waiting for decisions on new sites. The 85,000 sq.
ft. building will be a major effort.

P&PD - Productivity continues to increase. ETECS'
use has increased. Press room, however, is a bottleneck
in production and there is thought of going to a web press
process.

Procurement - Competition is the name of the game but
while this results in delays, it has proven to be cost
effective. Sole sourcing is restricted to special opera-
tional requirements.

LSD - Destruction of files and classified trash is a problem. It costs $125,000 per year just to haul residue to the dump. Equipment is getting old and replacements necessary.

Office of Finance

Mr. Sherman commented that he is the first nonfinance careerist to head that Office. His reception has been good. He made the following comments:

a. Functions are going well.

b. There is a need for long-range planning, including a closer working relationship with Personnel and Logistics, particularly in ADP.

c. Development of Budget Officers with a question of who to recruit and how to train.

d. Future of Finance Officers overseas - he foresees lack of need for them in the next five to ten years.

e. Management of career services deserves attention because of the need for different skills, mixes, and grades.

f. Two-thirds of the Office of Finance professionals are outside of OF and there is always a problem of their host offices cutting support positions including Finance positions. It was suggested that we look into the possibility of the DDA Office with slots elsewhere to consider controlling their positions on the parent career subgroup T/O. [_____] STAT commented that there are currently about 225 DDA positions in the DDO and the switch from counting them against the DDO to the DDA career office is political problem that perhaps should be raised anew.

ACTION: SSA/DDA

Office of Medical Services

New efforts with emphasis on CPR, an ADP pilot program in health hazard appraisal and health education, including the alcohol program are highlights. RMO's from [_____] STAT [_____] must be relocated.

AT

Office of Training

The Office is in good shape but an increase in requirements with a nonexpanding staff will require emphasis on vital training only; new ops training, analysts training and emphasis on Community training were stressed.

Office of Communications

On the brighter side:

a. Morale is good, particularly in the field.

b. State/CIA MOA is working very well.

c. Automated systems overseas are working well. There is a problem of replacing equipment that is some years old. The MAX replacement will dictate the network of the future.

On the negative side:

a. Overseas perks are reduced and inflation a serious problem.

b. OC now facing problem of getting people overseas. Issue of working wives is evident, particularly where wives have careers here and no job possibility overseas.

c. Junk mail being forward electronically puts stress on the network.

d. Personnel, funding and travel cuts have a negative impact.

Office of Data Processing

a. Morale is good.

b. Weekly or monthly dialogue with customers enhances understanding. Number of customers continues to increase.

c. The EAG (now Executive Committee) reviewed 78% of the budget with 40% of that going into the support of imagery with only 19% going to general support.

d. A long-range five year plan has been completed. On a long-range basis there needs to be an increase in Batch and Gim's capabilities.

e. A major problem is the confrontation with PMCD regarding application of Federal standards to ODP.

f. There continues to be interest in the advisability of a single ODP career service

Office of Personnel

Mr. Fitzwater commented on the cooperation he has received as the new Director of Personnel. He feels the Office morale is good. He related the following problems/ efforts:

a. Recruitment, particularly CT's.

b. Need for automation to provide better statistics is evident and the preparation of models to provide a better basis for projecting needs to be developed.

c. Review of the Civil Service Reform Act towards identifying those areas with potential for Agency implementation.

NAPA REPORT

Mr. Fitzwater presented a summary of the recommendations made by the NAPA survey group concerning Agency personnel management. He stated that in terms of an Agency system the NAPA found:

a. The present system was sound.

b. A discussion of centralized versus a decentralized management. The Agency needs flexibility provided by decentralization.

c. The Agency has been too cautious in using the statutory authorities and that a dual system, i.e. combination of Office of Personnel Management regulations and Agency regulations was an efficient way to operate. They felt there are advantages to the use of our PRS system.

He then discussed the roles in personnel management played by DCI, DDCI the deputy directors, heads of independent offices and division chiefs (DDO) and the role to be played by the Office of Personnel. Briefly, the DCI should delegate authorities of personnel management. He should spell out those authorities and lay out DDCI responsibilities in writing. The DDCI should provide overall leadership including policy formulation, executive management development, planning and evaluation of the system. The deputy directors' role should be that of members of the Executive Committee wherein they will serve as advisors to the DCI and DDCI. The heads of offices and divisions (DDO) should assist the deputy directors in Agency-wide career service planning and implementing policies. The Office of Personnel, whose role has

been somewhat ignored in the past, should assist the Executive Committee and DDCI in emphasizing and providing standards for personnel policies. It should be instrumental in promulgating polices that are easily understood by the employees.

In terms of recruitment, the recommendation was made to reduce the amount of time needed to effect entrance on duty and reduce the volume of cases handled. To recruit CT's they suggested making entry into the Agency more attractive and explore entry at about the GS-11 level.

Regarding EEO, the Report emphasized improving our record, setting more imaginative goals and developing an analytical capability to review our efforts.

The Report looked favorably on the APP as a valuable instrument which should be restructured and simplified. The PDP is also a useful instrument. In terms of manpower planning and utilization there needs to be more emphasis on program evaluation.

The NAPA group suggested a tentative plan for their recommendations:

a. Soliciting comments from throughout the Agency.

b. The Office of Personnel summarizing the comments.

c. Getting approval from the DDCI for key issues to be studied by working groups.

d. Initiating implementation.

After Mr. Fitzwater's presentation, the following points were made:

ACTION: OP

a. A briefing on the NAPA findings might well be given in the auditorium for a wide Agency audience. At least one of the NAPA team members should be invited to the session(s).

ACTION: DDA

b. In response to concern on the part of the OFfice Directors about brief amount of time available to respond to the NAPA Report, Mr. Wortman said he would speak to the other deputy directors to determine if they would support an extension of the time limit.

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ACTION:

ALL OFFICES

AT

AT

AT

c. In connection with career panels, Mr. Wortman suggested a thorough review by each Office to determine if more women and minorities could not be included as members.

Civil Service Reform Act

[   ] of OP discussed the Civil Service Reform Act, reviewing briefly Titles I through IX. Briefly he covered Title III, Staffing, pointing out that a probationary period is not defined and can vary according to circumstances. Dual pay for retired military cannot exceed $47,500. In the minority recruitment program authority is delegated to heads of agencies with goals impacting on the agencies by grade. Temporary employment limitations limit Federal employees to on-duty strength ceilings of 30 September 1978.

Under the merit pay, some 200,000 people will be covered and the grade of an individual can be established anywhere between the base and the top rate of the grade. PSI and QSI will be eliminated.

PERSONNEL PROJECTIONS

Mr. Fitzwater referred to two graphs depicting DDA careerists, ages and numbers. He again stressed the need for the formulation of models so that such projections would be more meaningful. Paramount in his discussion was his impression that somewhere there is a great big wheel turning at a very slow rate with a very small cog representing the Office of Personnel spinning rapidly. In fact this philosophy was repeated by Mr. Fitzwater at every opportunity throughout the conference. (It was obvious that he is truly going in circles!)

COMMUNITY BUDGET AND RESOURCES

[   ] head of RMS, discussed his role in support of the Community and the DCI and the extent to which the DCI's role has changed over a period of time. Current DCI is a compromise of competing objectives. The DCI must be an advocate of the Community and of the Agency, thus there is always some conflict. While Executive Order 12036 gives the DCI considerable authority in budget and tasking, it is circumscribed and not all powerful.

[   ] described his desire to establish a highly structured organization so that everyone understands precisely what the issues are and how they are being addressed. The nine members of the NFIB must submit explicit prioritized

-8-

lists of budget items and the ZBB mechanism reflects reasoned decisions and proof that actions are not taken capriciously. He admitted to a degree of unclarity in the boundaries of RMS responsibilities.

ORIENTATION COURSES

AT

[   ] conducted a briefing of orientation courses within the Agency for new employees. She discussed the requirements of HR [   ] with the purpose of acquainting STAT new employees with the Agency. She pointed out, parenthetically, the ideas behind the American Management Association approach to orientation:

a. Promote loyalty

b. To make part of the team, and

c. To create job enthusiasm.

AT

ACTION: OS

[   ] discussed clerical EOD orientation and its agenda. Included here was the requirement to read HHB [   ] STAT on Security which prompted the question as to how much a new employee would get out of reading and wouldn't it be better to present this material in a more palatable, easier to retain form.

A summary of DDA component EOD orientation programs was presented:

OMS - Informal briefings with follow-up with the employee and the supervisor.

OP - [   ] Briefings by selected careerists outside the main Office of Personnel.

OS - A security officer training program of 5 1/2 weeks covering all aspects of OS functions and Agency mission and functions.

OC - A 6-month program teaching the technical aspects of communications plus preparing the family for overseas life. Included is Agency orientation.

ODP - A 1-day orientation to focus on the employee and how he relates to his new environment.

OL - Two and one-half days which focus on new employees but includes returnees from overseas as well as other employees external to OL that have close liaison with OL.

ODDA - A formal training plan for all EOD's.

OF   - A 9-month on-the-job training program with
        rotation throughout the divisions of the Office.
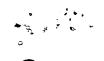
OTR - Provides a checklist of things to be covered
        and requires that the new employee meet with
        the chief of each major component plus his
        counselor.

AT

[   ] discussed the OTR courses - one for pro-
fessionals and one for nonprofessionals. The Introduction
to CIA is mandatory for all professionals except CT's
within the first year of employment. Orientation for new
employees (nonprofessional) lasts four days.

Despite the information provided above, Mr. Wortman
feels that not enough is being done to fully integrate
and stimulate new employees and suggested that clerical/
secretarials are getting second-class treatment. Mr. Fitzwater

ACTION: OP,OS was charged to look into this matter. It was suggested that
Mr. Fitzwater and Mr. Gambino work on a two-day EOD course,
which would provide a more coordinated, integrated orienta-
tion. He suggested that new EOD's might be interviewed to
get their ideas of what might be included in such a course
or how it might best be given.

LONG-RANGE PLANNING IN THE DDA

AT

[   ] stated that except for the Office of Com-
munications and Office of Data Processing no long-range
strategic planning is going on. He emphasized his strong
belief in the need for this kind of planning and despite
budget cuts has retained a three-man planning staff. He
described the essential points in developing a strategic
plan. He emphasized that the DDA or any other office taking
on such a planning responsibility must be willing to commit
resources in order to formulate a plan. He suggested that
there be a strategic planning staff within each Office and
a DDA Strategic Planning Staff to evolve the Directorate
plan. After describing the characteristics of a good plan,
he emphasized that a strategic plan is not an action plan
nor is it established for the purpose of programming and
budgeting. He cited some of the problems in developing a
plan which included the inability to accurately forecast
requirements, a lack of commitment and fear of accounta-
bility, inability to keep up with increasing rate of change
and an ability to recognize and read indicators of change.

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He pointed out that a strategic plan in his estimation should be brief with annexes prepared by the divisions and/or offices which become action plans. These annexes would include programming and budgeting information.

Mr. May commented that the concept of a DDA strategic plan leaves him "groping." He feels the important aspect of planning is the close coordination and the discipline of establishing a plan more than the plan itself. Mr. Wortman expressed some question about a DDA strategic plan stating that he has not seen a long-range planning effort that worked. He suggested carving out certain areas for attention which could lead to a strategic plan but is not certain how this would be implemented. He suggested that Office Directors give this some thought. It will be raised at a later date and decision made as to where to go.

ACTION:
ALL OFFICES

SECURITY TASK FORCE

Mr. Gambino prefaced his coverage of this topic by commenting on the Kampiles problem. As a result of this case, a one-month fulltime task force headed by ☐ STAT resulted in the Security Task Force Report which included recommendations for tightening security. Some significant recommendations were:

a. To get security into the directorates and offices. Component security officers who are not OS careerists must have OS training.

b. To establish a security education program with eight security officers reprogrammed from other duties to carry out this function.

c. There will be a tighter screening of probationary employees before becoming staff. The screening would include a formal program with polygraph.

ACTION:
ALL OFFICES
(Make sure this is done.)

d. To study information handling and document control. This is a difficult task requiring Agency-wide study. In the meantime, deputy directors need to be sensitive to tighter control of documents until a long-range solution is ready. He commented on a December 78 memorandum which asks for a thorough inventory Agency-wide of Top Secret and Codeword material.

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To summarize the findings, Mr. Gambino pointed
out that in many instances recommendations by the
Task Force were accepted by the DCI with the caveat
that they be implemented within the Office of Security
resources. A further task force was established with
the responsibility for critically reviewing the recom-
mendations to determine which can indeed be implemented
without additional people. This task force completed
its review and recommendations have been forwarded to
the DDCI.

SHOTGUN TOPICS

  a. DDA one-hour session with Office Directors - These
    were considered more than worthwhile and will be
    continued.

  b. Weekly Reports - Mr. May said these were most
    useful and they should be continued at least
    for the next few months when their necessity
    will be reviewed.

SUMMARY

 Mr. Wortman considered the conference most useful and
worthwhile in clarifying issues and highlighting problems
faced by the Directorate. He suggested that another be held
in about six months.

STAT

cc: Each Attendee

Office of Security

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P&PD - Productivity continues to increase. ETECS' use has increased. Press room, however, is a bottleneck in production and there is thought of going to a web press process.

Procurement - Competition is the name of the game but while this results in delays, it has proven to be cost effective. Sole sourcing is restricted to special operational requirements.

1979 Office Directors' Conference

GROUP PICTURE

Seated - Left to right:

AT ⬚ Chief/Management & Assessment Staff
Clifford D. May, Jr., Associate Deputy Director for
Administration
Don I. Wortman, Deputy Director for Administration
Charles A. Bohrer, Director of Medical Services
AT ⬚ Special Support Assistant/DDA

Second Row - Left to right:
AT ⬚ Assistant for Information/DDA
AT Bruce T. Johnson, Director of Data Processing
AT ⬚ Director of Communications
Robert W. Gambino, Director of Security
James H. McDonald, Director of Logistics
AT ⬚ , Career Management Officer

Third Row - Left to right:
Edward L. Sherman, Director of Finance
AT ⬚ Executive Officer/DDA

Donald F. Chamberlain, Director of Training
Harry Fitzwater, Director of Personnel

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